Redpath Industries Limited

HOWARD ROSS LIBRARY
OF MANAGEMENT
OCT 1 1979
McGILL UNIVERSITY

Annual Report 1975

Redpath Industries Limited

Annual Report 1975

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Cover Story

Raw sugar is refined into white sugar crystals at Redpath Sugars' two refineries. The cover photo, enlarged many times, illustrates the clarity and uniformity of the sugar crystal.

Shareholders' Annual Meeting

The annual meeting of the shareholders will be held in Toronto at the Harbour Castle Hotel on February 3rd, 1976 at 11:30 a.m. A buffet luncheon will be served immediately following the meeting.

Control Room Operator Louis Fontaine monitors a part of the refinery operation at Redpath Sugars in Montreal.

Financial Highlights 1975

Sales	$270,511,000
Net Income	$7,343,000
Per Share	$4.67
Dividends	$2,835,000
Per Share	$1.80

Unusually high sugar prices contributed to record dollar value of sales.

Income from sugar refining improved in the year.

Profitable sugar trading and increased profits from other sources offset decline in income from construction materials.

Expenditure on property, new plant and equipment totalled $3,623,000.

For the 46th year, regular quarterly dividends were paid without interruption.

A variety of flexible packages await shipment from CB Packaging Limited's Toronto plant.

Report of the Board of Directors

Financial

The financial highlights for fiscal year ended September 30, 1975 as shown in the summary on the previous page, reflect a new record for your company in terms of sales revenue and earnings.

We are pleased to report to shareholders that net income for the year amounted to $7,343,000, equal to $4.67 per share, an increase of 28.6% over net income in previous year of $5,712,000, or $3.65 per share.

Sales revenue in fiscal 1975 totalled $270,511,000, an increase of $46,803,000 or 20.9% over revenue in 1974 of $223,708,000. The increase in sales revenue was largely the result of abnormally high raw sugar prices which prevailed during the first part of the year with consequent effect on refined sugar prices.

In the previous fiscal year, rapidly escalating raw sugar prices had created difficulties in raw sugar trading activities to the extent that profitability in the sugar division had not met expectations. Conditions in the raw sugar market in the year under review improved markedly from a trading point of view; as a result, trading operations in the year made a contribution to the year's improved results.

Net earnings from sugar refining and sugar trading in the previous fiscal year had accounted for less than half of total 1974 earnings; in fiscal 1975, it is gratifying to note that those sources accounted for a more normal proportion of total earnings. The steady decline in raw sugar prices throughout the year was advantageous to the sugar division as well as to consumers through lower refined sugar prices.

While earnings from the construction materials division were lower in 1975 than in 1974, primarily because of reduced building activity in Canada, the division continued a satisfactory growth pattern by improving its market position with established high-quality products and the development and introduction of new products.

Earnings of Albion Company Limited for the year were $2,433,000 compared with $1,160,000 in 1974. An increased return from investments and profits on foreign exchange account for the improvement.

Capital expenditures for the year totalled $3,623,000 of which $676,000 related to sugar refining and $2,947,000 to construction material operations. Estimated capital expenditures for additions to property, plant and equipment in fiscal 1976 is $5,994,000 of which approximately $550,000 had been committed at September 30, 1975.

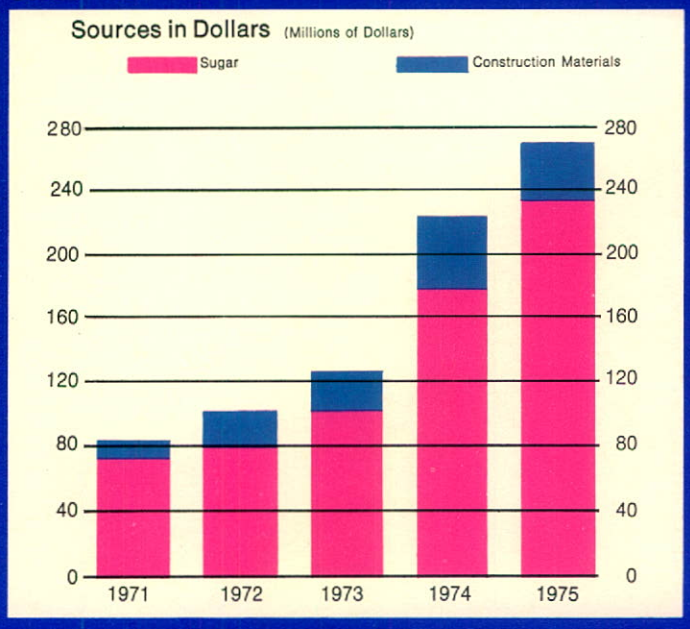
Working capital at September 30, 1975 had increased to $13,106,000 from $10,132,000 at September 30, 1974. The improved working capital position was achieved without additional long-term financing. The maintaining of a strong financial position will ensure that your company has the resources and flexibility to meet the challenges of the future.

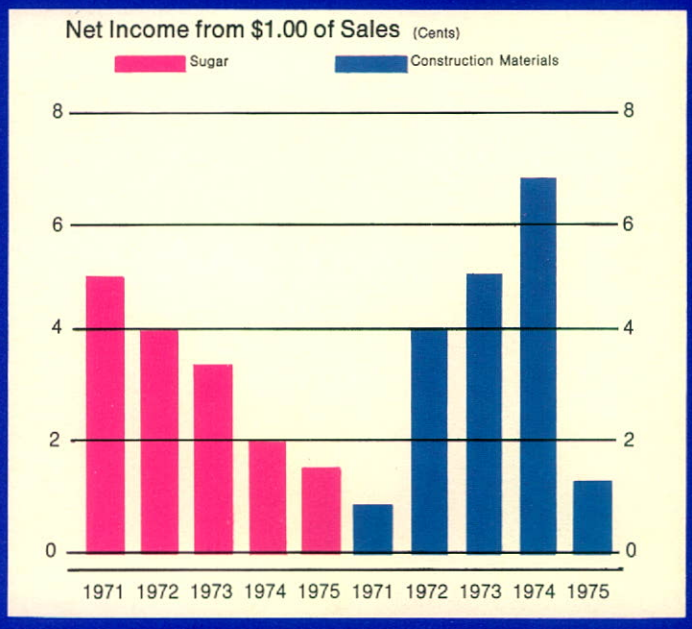
The Company together with other refiners was charged with violations of the Combines Investigation Act, as mentioned in our annual report last year. The trial, which began in the fall of 1974, was not concluded until June of 1975. At time of writing this report, there has been no indication of the date on which judgement will be rendered.

Due to the unprecedented sharp and rapid rise in raw sugar prices which occurred in 1974, the related effect on refined sugar prices in Canada attracted an exceptional degree of attention in the press. The Food Prices Review Board requested and received detailed information concerning your company's refined sugar pricing policies, profits, return on investment and other sugar-related matters. The data, together with information supplied to the Board by other refiners resulted in The Food Prices Review Board report in August which supported your company's formula for establishing refined sugar prices and accepted the principle of a free sugar market as being in the best interests of consumers.

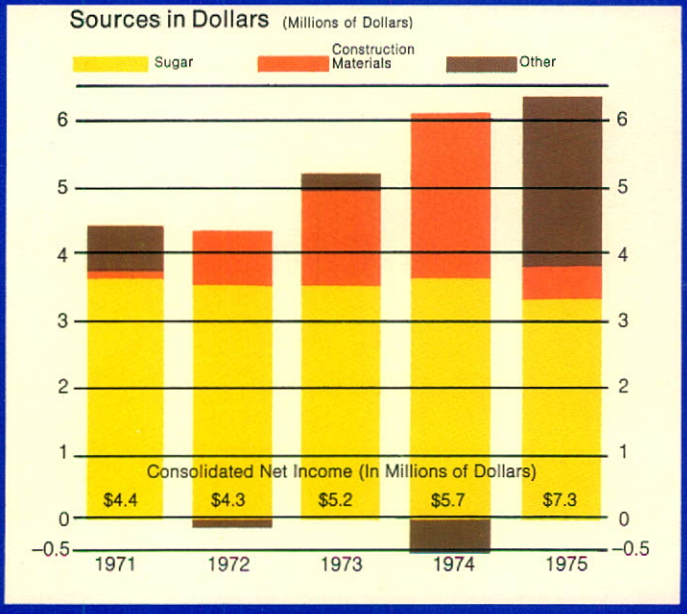
Redpath Industries Limited, in common with others in many countries of the world, faces the numerous problems associated with escalating inflation. While there are some factors contributing to inflation in Canada which are difficult if not impossible to control, including increasing oil and

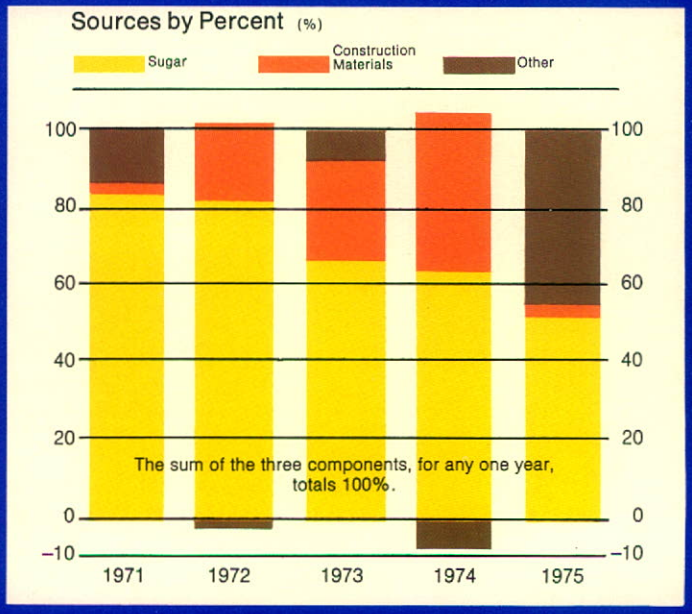
Sales 1971-1975





Net Income 1971-1975





commodity prices which are largely established or influenced outside Canadian boundaries, there are some facets of the problem within Canada's ability to control. One such facet is the enormous growth in government spending which has grown at an annual rate of 16.7% since 1970 compared with annual rate of increase in gross national product of only 12.3%. The announcement in October by Prime Minister Trudeau of the system of wage and price guidelines was a positive attempt toward achieving a solution to a problem which could no longer be ignored. It is incumbent on all levels of government in Canada as well as on the business, professional and individual sectors, to make whatever sacrifices may be necessary to bring the inflation rate within tolerable limits.

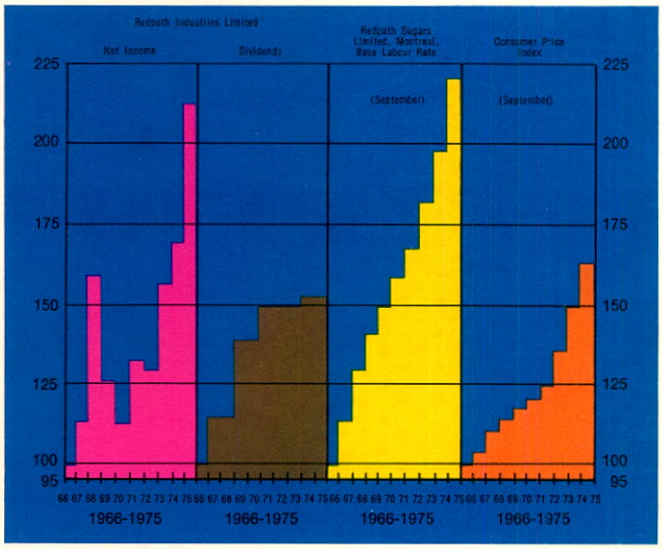
Food Operations

REDPATH SUGARS LIMITED

1975 saw a turnaround in the affairs of Redpath Sugars. Under the impact of high prices, Canadian sugar consumption fell by approximately ten percentage points. Early in the year, the industry operating as it does with virtually no tariff protection, was also faced with substantial imports of refined sugar from the U.S. To counterbalance these trends, management of Redpath Sugars was able to achieve a modest increase in its total share of the Canadian market by continuing to offer the finest range of sugar products and services available in Canada. In January, 1975 for the first time in forty years, the United States became an open market for sugar, the U.S. Sugar Act which had closely controlled imports of both raw and refined sugar into the United States, having expired on December 31, 1974. Redpath Sugars was able to take advantage of the changed circumstances to export quantities of refined sugar to the U.S. market. Opportunities for sales of refined sugar in other export markets were taken as they arose, and in consequence, sales volume of Redpath Sugars in pounds, although lower than last year, represented a satisfactory level of throughput which resulted in an adequate return on capital invested in sugar refining activities.

A year ago, it was reported to shareholders that to facilitate raw sugar trading, Redpath Sugars' base stock had been increased to 65,000 tons. Experience has proven the change was beneficial. Throughout the fiscal year under review, raw sugar trading activities together with foreign exchange profits related to the decline in pound sterling relative to the Canadian dollar, resulted in positive contribution to earnings. It remains your company's policy to separate trading activities and results from our refining business and profits or losses arising from that source are excluded in establishing refined sugar prices. Redpath will continue to take advantage of trading opportunities when available and while trading earnings equal to those of last year cannot be anticipated, every effort will be continued to benefit from Redpath's expertise and experience in this area.

Ten-Year Comparative Indices Base 1966 = 100



Raw sugar is unloaded from a ship at Redpath Sugars' Toronto refinery for storage during the winter months.

SWL10

CHANTECLER WINES LIMITED

This year the results of this company have been consolidated. Again this year, results are not significant in relation to total earnings. The investment was undertaken for its long-term potential and progress has been made throughout the year. New bottle designs and labels were introduced during the year and Chantecler's popular products continue to be available in the provinces of Quebec, Ontario and New Brunswick.

Non-Food Operations

DAYMOND LIMITED

Daymond Company operates two distinct businesses. It is an independent aluminum extruder in Canada and continues to fulfill an important place in the aluminum fabricating industry. The aluminum division has continued to develop its patented "Clench Curl" ladder process and has met with gratifying results both in terms of penetration of the Canadian market and sale of licences in foreign countries. Management of Daymond's aluminum division is currently considering what action should be taken with regard to the substantial U.S. market. A decision will be made early in 1976.

In the construction materials division of Daymond, results for the year were substantially below those of the previous year. The housing industry has been badly hit by the Canadian recession and the level of housing starts can be characterized only as unsatisfactory. Profit margins, under intense competition, have been eroded and Daymond's policy remains to enter into sales contracts only when it is profitable so to do. During the year, development work on PVC pipe, pressure water main and sewer pipe continued and satisfactory progress made. A complete line of vinyl siding can now be produced at Daymond's Mississauga plant and continued success with this product is expected in future. Substantial investment in market development for both PVC pipe and vinyl siding must be made and a start on this process has begun.

Agricultural drainage tubing has made a major contribution to the success of the Daymond company. While competition in this market has increased and there has been some diminution in margins, Daymond is an efficient producer and well able to compete. The long-term outlook for agricultural drainage tubing is encouraging.

CERTAIN-TEED/DAYMOND CO.

This division, operated in the U.S. in partnership with Certain Teed Corporation, has continued the high level of profit reported last year. For the first time in North America at the division's new plant in Montpelier, Indiana, land drainage tubing has been made of PVC rather than high-density polyethylene. The product has received good market acceptance and continued growth in sales and profitability in the division should result.

MULTI FITTINGS LIMITED

1975 was a profitable year for the fittings division although not at the levels experienced in recent times. In face of declining markets and

Senior Analyst Joe Wong tests the quality of refined sugar at Redpath Sugars' Toronto refinery.

substantial new capacity, pricing structure of drain, waste and vent fittings has been in a disordered state throughout the year. For some time, Multi Fittings has recognized its dependency on a single product and new product development has now been given highest priority by Multi's management. Progress in the year under review has resulted in introduction of a wide range of new products with exciting potential. Penetration in the U.S. market has increased and the Waco, Texas plant is now operating.

LONDON PLASTICS MACHINERY LIMITED

The division, a subsidiary of Multi Fittings Limited, has experienced a successful year showing an increase in both sales and profitability. It continues to supply moulds and machines for Multi's plants in London, Ontario and Waco, Texas and in addition is expanding its scope of business with other outside companies.

CB PACKAGING LIMITED

The division's program of personnel development, capital expenditures on equipment and the creation of new markets and customers has continued to show excellent results. In fiscal 1975, a higher level of profit was achieved than in the previous year with only a modest increase in sales revenue. In the long term, the packaging industry is believed to have growth potential and your company plans to expand its interest in that area as opportunities permit. Ways and means of placing the division on a broader base to facilitate future growth are now being examined.

HOUSING DEVELOPMENT

Phase III, the final stage of our Crystal Estates real estate development in Chatham, Ontario, is currently in preparation. It is expected that serviced lots will be available in spring of 1976. The shortage of serviced lots in that area suggests that sale of the lots in this final phase will be quickly completed.

APPOINTMENTS

During the year, Mr. M. W. Davidson retired from his position as Vice-President of Redpath Industries Limited to accept the position of President of the Canadian Sugar Institute, a responsibility he is well qualified to fulfill.

Mr. Davidson served the company with distinction for many years in various senior positions.

Mr. B. C. McCallum, formerly a Vice-President of Redpath Sugars Limited, has been appointed to the office of Assistant Secretary of Redpath Industries Limited.

APPRECIATION

We thank all of the employees in the Redpath group for their efforts and support in the past year which contributed in large measure to the achievements of the company. With their interest and support we hope to continue to progress in the current year.

On Behalf of the Board

N. M. Shaw
President and Chief Executive Officer

November 25, 1975

Consolidated Statement of Income and Retained Earnings

Year ended September 30, 1975

Income:	1975	1974
Sales and other income —		
Sales (note 8)	$270,511,000	$223,708,000
Investment income	423,000	217,000
	270,934,000	223,925,000
Deduct —		
Cost of sales	242,726,000	196,995,000
Selling, distribution and administrative expenses	16,654,000	15,996,000
Interest — long-term debt	135,000	117,000
— other	2,524,000	2,049,000
	262,039,000	215,157,000
	8,895,000	8,768,000
Income taxes	3,985,000	4,216,000
Income before equity in earnings of affiliated company	4,910,000	4,552,000
Equity in earnings of affiliated company	2,433,000	1,160,000
Net income	$ 7,343,000	$ 5,712,000
Earnings per share (note 6)	$4.67	$3.65

Retained earnings:		
Balance beginning of year	$ 32,591,000	$ 29,698,000
Net income	7,343,000	5,712,000
	39,934,000	35,410,000
Dividends paid	2,835,000	2,819,000
Balance end of year	$ 37,099,000	$ 32,591,000

(See accompanying notes)

Daymond employee Earl Middlebrook demonstrates the ease with which its PVC pipe can be handled.

Consolidated Balance Sheet

September 30, 1975

Assets

	1975	1974
Current:		
Cash and temporary investments	$ 19,002,000	$ 2,414,000
Accounts receivable (note 8)	26,545,000	30,152,000
Inventories (notes 1, 2 and 9)	32,307,000	32,044,000
Deferred income taxes on inventories (note 1)	2,365,000	9,500,000
Income taxes recoverable	8,411,000	—
Prepaid expenses	892,000	682,000
Total current assets	89,522,000	74,792,000
Investments (note 3)	19,250,000	17,215,000
Property, plant and equipment (notes 1 and 4)	36,923,000	37,059,000
Unamortized balance of purchased goodwill (note 1)	563,000	590,000
	$146,258,000	$129,656,000

On behalf of the Board.

C. F. Harrington, Director

N. M. Shaw, Director

Liabilities

	1975	1974
Current:		
Short-term notes	$ 32,019,000	$ 12,117,000
Accounts payable and accrued charges (notes 8 and 9)	44,397,000	43,823,000
Income taxes	—	8,720,000
Total current liabilities	76,416,000	64,660,000
Long-term debt (note 5)	2,172,000	2,257,000
Deferred income taxes (note 1)	7,754,000	7,725,000

Shareholders' Equity

Capital stock: (note 6)		
Authorized —		
3,000,000 Class A and Class B inter-convertible common shares of no par value		
Issued —		
1,586,500 shares	15,585,000	15,191,000
Appraisal increment (note 1)	6,232,000	6,232,000
Contributed surplus	1,000,000	1,000,000
Retained earnings	37,099,000	32,591,000
	59,916,000	55,014,000
	$146,258,000	$129,656,000

(See accompanying notes)

Consolidated Statement of Changes in Financial Position

Year ended September 30, 1975

	1975	1974
Source of working capital:		
Operations —		
Net income for the year	$ 7,343,000	$ 5,712,000
Depreciation and amortization	3,078,000	2,980,000
Deferred income taxes	29,000	1,129,000
Working capital provided by operations	10,450,000	9,821,000
Proceeds from:		
Issue of shares	394,000	—
Disposal of property, plant and equipment	708,000	527,000
Issue of long-term debt	14,000	644,000
Disposal of investments	398,000	—
Total working capital provided	11,964,000	10,992,000
Use of working capital:		
Investment in —		
Subsidiaries, net of working capital acquired	—	732,000
Other	—	485,000
Increase in equity value of investment in affiliated company	2,433,000	1,160,000
Additions to property, plant and equipment	3,623,000	5,230,000
Payment of dividends	2,835,000	2,819,000
Retirement of long-term debt	99,000	1,313,000
Total working capital used	8,990,000	11,739,000
Working capital:		
Increase (decrease) during year	2,974,000	(747,000)
Balance beginning of year	10,132,000	10,879,000
Balance end of year	$ 13,106,000	$ 10,132,000

(See accompanying notes)

Notes to Consolidated Financial Statements

September 30, 1975

1. Significant accounting policies:

The following is a summary of significant accounting policies used in the preparation of these financial statements.

a) Principles of consolidation

The financial statements consolidate the accounts of Redpath Industries Limited and all of its subsidiaries. Goodwill resulting from the acquisition of subsidiaries is amortized on a straight-line basis at 2.5% per year.

b) Inventories

A basic quantity of raw sugar equivalent is carried at a fixed value determined under the base stock method. Quantities in excess of this amount are hedged on the commodity market and are not at market risk. All other inventories are valued at the lower of cost and net realizable value.

c) Property, plant and equipment

Property, plant and equipment in use is stated at appraisal replacement cost at October 1, 1961, with subsequent additions recorded at cost. Depreciation is provided on plant and equipment on a straight-line basis over the estimated useful lives of the assets at rates varying from 2% to 30%.

d) Income taxes

In accounting for income taxes the company follows the tax allocation method.

i) Deferred income taxes on inventories
The company's basis of valuation for sugar inventories is not accepted for income tax purposes. Taxes charged on the difference between this basis of valuation and that used in the calculation of current taxes payable are deferred.

ii) Deferred income taxes
Deferred taxes are provided on differences resulting from claiming capital cost allowance in excess of depreciation provided.

2. Inventories:

	1975	1974
Raw materials, work in process and finished goods —		
Sugar	$22,611,000	$22,206,000
Construction materials	7,098,000	7,031,000
Other products	520,000	593,000
	30,229,000	29,830,000
Manufacturing and maintenance supplies	2,078,000	2,214,000
	$32,307,000	$32,044,000

The base stock of sugar inventories which consists of 65,000 long tons is valued at an average price of $228 per long ton which is less than its market value.

3. Investments:

	1975	1974
Affiliated company, at equity value	$17,435,000	$15,002,000
Other, at the lower of cost and estimated realizable value	1,815,000	2,213,000
	$19,250,000	$17,215,000

4. Property, plant and equipment:

	Investment	Accumulated depreciation and amortization	1975 Net investment	1974 Net investment
Property	$ 3,497,000	____	$ 3,497,000	$ 3,518,000
Plant	23,148,000	$ 9,112,000	14,036,000	14,377,000
Equipment	43,414,000	24,024,000	19,390,000	19,164,000
	$70,059,000	$33,136,000	$36,923,000	$37,059,000

5. Long-term debt:

The long-term debt, consisting primarily of 5% sinking fund debentures, is repayable as follows: 1976 - $65,000; 1977 - $65,000; 1978 - $1,588,000; 1979 - $65,000; 1980 - $65,000; 1981 and subsequently - $389,000.

Notes to Consolidated Financial Statements

September 30, 1975

6. Capital stock:

Stock options —

Under a stock option plan for officers and key employees, shares were reserved for issue at prices which cannot be less than 90% of the fair market value at date of grant. During the year, options representing 17,250 shares were cancelled.

	Granted during the year	Outstanding at Sept. 30, 1975	Option price	Expiry date
Options to employees who are officers	6,500	—	$19.35	Feb. 7, 1980
Options to other key employees	5,000	1,250	$19.80	Feb. 16, 1980
	10,750	750	$19.35	Feb. 6, 1980

Earnings per share —

Earnings per share has been calculated on the average number of shares outstanding during the year (1,574,062). There would be no material dilution of earnings per share if all stock options were exercised.

7. Contingencies:

Revenue Canada is examining transactions with a non-resident affiliated company and is considering an income tax claim against Redpath Industries Limited relating thereto. Submissions resisting such a claim have been made on the company's behalf. No assessments have been received to date and the company's professional advisors have recommended that if assessments are issued, they should be contested. Accordingly, no provision has been made in the accounts for any possible additional income tax.

The company, along with other refiners, has been charged with alleged violation of the Combines Investigation Act. The trial of this case has been completed and the company is awaiting judgement.

8. Additional information:

(a) Accounts receivable include $510,308 (1974–$467,356) due from affiliated companies. Accounts payable and accrued charges do not include any amounts due to affiliated companies (1974–$7,890,853).

(b) Sales by class of business were as follows:

	1975		1974	
	Amount	%	Amount	%
Sugar refining	$238,086,000	88.0	$183,784,000	82.2
Construction	29,590,000	10.9	37,232,000	16.6
Other products	2,835,000	1.1	2,692,000	1.2
	$270,511,000	100.0	$223,708,000	100.0

(c) The aggregate remuneration of the company's twelve directors and five officers, in those capacities, was $35,250 and $235,054 respectively. Three officers served on the Board of Directors during the year.

(d) Commitments for the acquisition of property, plant and equipment aggregate approximately $550,000.

9. Comparative figures:

Commitments covering contracted future sugar sales have been grouped with inventories for 1975 and as restated for 1974. Previously, such commitments were grouped with accounts payable and accrued charges.

Auditors' Report

To the Shareholders of Redpath Industries Limited:

We have examined the consolidated balance sheet of Redpath Industries Limited and its subsidiaries as at September 30, 1975 and the consolidated statements of income and retained earnings and changes in financial position for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, subject to the outcome of the matters described in note 7, these consolidated financial statements present fairly the financial position of the companies as at September 30, 1975 and the results of their operations and the changes in their financial position for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year after giving retroactive effect to the change in accounting practice explained in note 9.

Clarkson, Gordon & Co.
Chartered Accountants

Montreal, Canada,
November 21, 1975.

The Last Ten Years in Review

(thousands of dollars except for amounts per share)

	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966
Sales	$270,511	$223,708	$128,150	$103,247	$85,018	$74,746	$64,300	$54,614	$45,631	$46,948
Income taxes	3,985	4,216	3,141	3,300	3,725	3,250	3,600	3,650	3,050	3,600
Net income (excluding extraordinary items)	7,343	5,712	5,244	4,300	4,392	3,836	4,243	5,380	3,894	3,356
Dividends	2,835	2,819	2,790	2,790	2,790	2,635	2,635	2,170	2,170	1,860
Net income as % of sales	2.71	2.55	4.09	4.16	5.17	5.13	6.60	9.85	8.53	7.15
Net income as % of shareholders' equity	12.25	10.38	10.06	8.73	9.19	8.32	9.52	12.52	9.33	8.38
Earnings per share	$4.67	$3.65	$3.38	$2.77	$2.83	$2.47	$2.74	$3.47	$2.51	$2.17
Dividends per share	1.80	1.80	1.80	1.80	1.80	1.70	1.70	1.40	1.40	1.20
Cash flow per share	6.59	6.27	4.93	4.55	3.98	3.33	2.87	4.75	3.20	3.93
Book value per share	37.77	35.12	33.63	31.79	30.82	29.75	28.77	27.73	26.94	25.82
Working capital	$ 13,106	$ 10,132	$ 10,879	$ 10,944	$12,574	$13,669	$15,356	$16,273	$16,904	$21,222
Temporary investments	16,440	1,000	—	—	—	278	3,667	4,858	6,895	11,025
Short-term notes	32,019	12,117	16,035	10,211	3,830	2,474	910	743	—	—
Long-term debt	2,172	2,257	2,926	3,337	3,730	4,061	5,520	5,645	4,700	4,741
Shareholders' equity	59,916	55,014	52,121	49,276	47,766	46,113	44,586	42,978	41,750	40,026
Capital expenditures	$ 3,623	$ 5,230	$ 4,634	$ 4,927	$ 2,020	$ 1,803	$ 1,926	$ 617	$ 1,126	$ 1,373
Depreciation & amortization	3,078	2,980	2,660	2,439	2,101	1,754	1,611	1,726	1,571	1,482
Number of employees	1,690	1,595	1,657	1,582	1,487	1,268	1,182	1,170	964	990
Number of shareholders	2,851	2,909	2,904	2,799	2,958	3,133	3,250	3,327	3,263	3,080

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CHANTECLER
LA
DAME BLANCHE
DE MONTMORENCY
CHANTECLER
CHARLESBOURG
CHANTECLER

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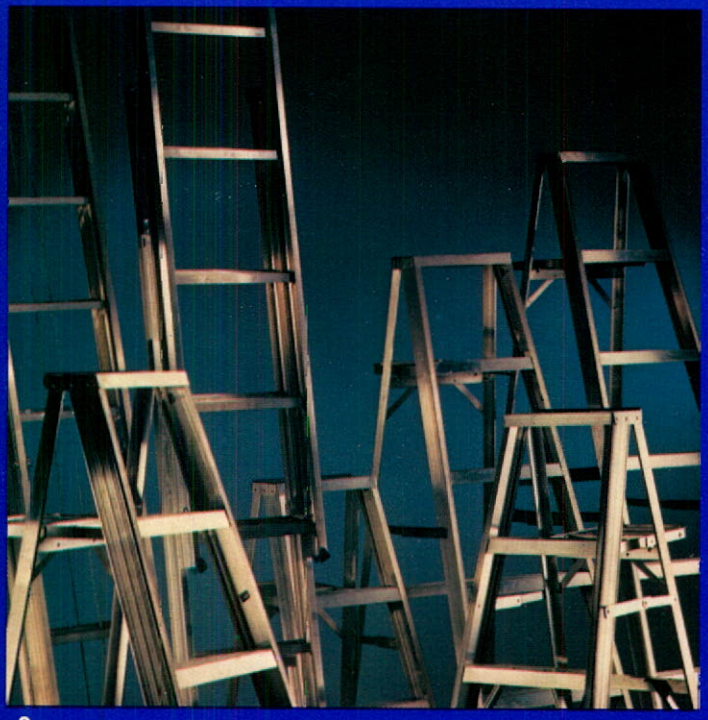

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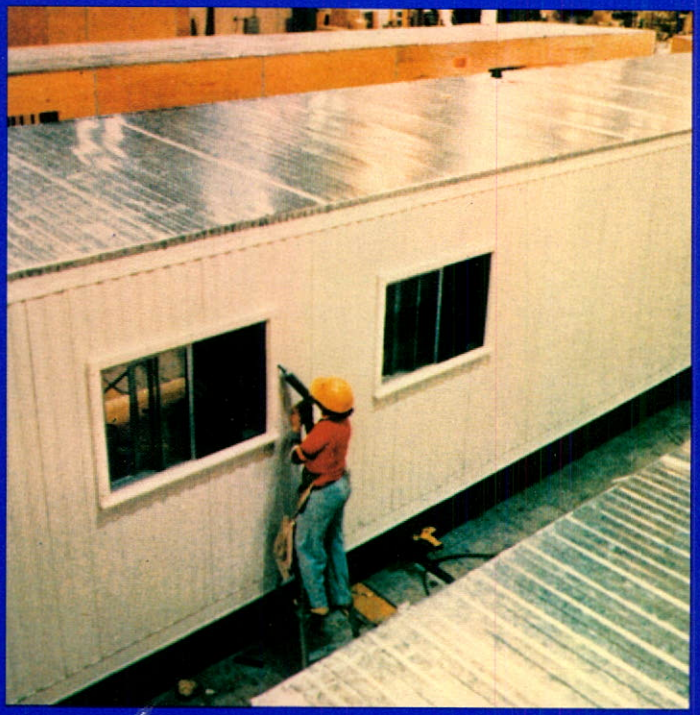
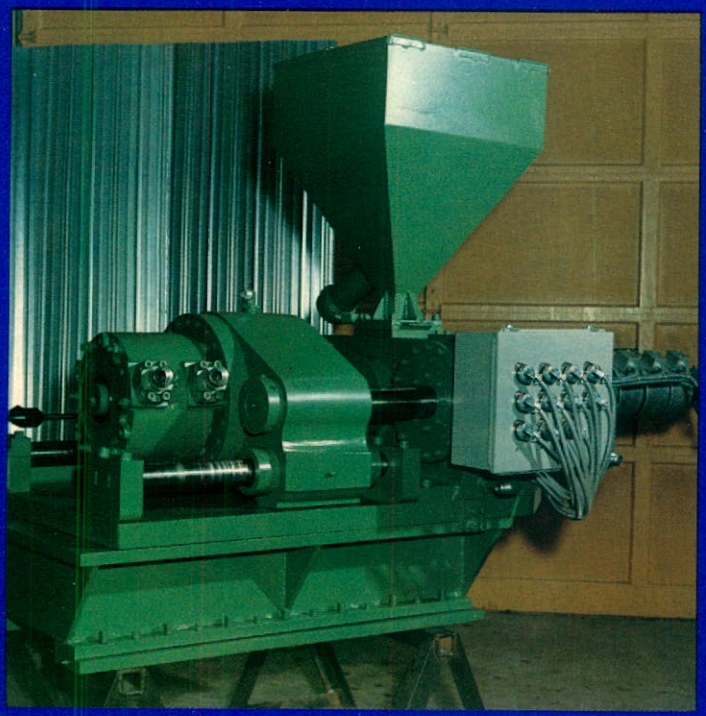


4

Royale
TIREZ UN À LA FOIS
prestige
10
SACS A DECHETS
AVEC ATTACHES 26" x 36"
66 cm x 91 cm
GREEN GIANT.
POIS SUCRÉS
SWEET PEAS
BOXER
BASF
Basagran
4 POUCHES
4 SACHETS
Frozen
FRESH

5

6



7

8

1. Certain-teed/Daymond Limited produces agricultural drainage pipe called Flexdrain. In 1975, a new plant went into production in Montpelier, Indiana, manufacturing Flexdrain from PVC rather than from traditional polyethylene plastic resin.

2. New bottle designs and labels were introduced in 1975 by Chantecler Wines Limited. Chantecler Wines, manufactured from grape concentrate imported from such countries as France and Spain, are available for sale in Ontario, Quebec and New Brunswick. Chantecler produces eleven different types of red, white and rosé wines.

3. Daymond Limited manufactures aluminum ladders using the patented "Clench Curl" process. These ladders have now captured a significant portion of the Canadian market and are being patented abroad. Patents have already been granted in countries such as United States, South Africa and Belgium, and are pending in about 20 others including Great Britain, France and Australia.

4. Gienow Limited of Calgary, Alberta produces aluminum doors and windows for the mobile home, travel trailer, housing and construction industries.

5. CB Packaging Limited, Toronto, produces plastic wrappings for use by the bakery, frozen food, cookie and candy, textile and can production industries, and for many other flexible packaging customers.

6. Multi Fittings Limited of London, Ontario is one of the largest manufacturers of specialized plastic fittings in Canada. A new plant in Waco, Texas provides improved access to the U.S. market.

The company manufactures specialized plastic pipe fittings for sale to plumbing and heating wholesalers, plastic pipe extruders, and wholesale and retail outlets. Multi Fittings has developed products of superior design and durability which are replacing many other materials presently serving this market.

7. London Plastics Machinery Limited of London, Ontario, a subsidiary of Multi Fittings Limited, designs and builds injection moulding equipment for use by companies in Canada and the United States. The company also repairs and rebuilds equipment for Multi Fittings.

8. Daymond Limited designed and built a mobile manufacturing unit to enable its "Flexdrain" agricultural drainage pipe to be manufactured in potentially important key market areas and to reduce shipping costs. This concept was pioneered in North America by Daymond and the mobile unit is the only one of its kind in existence operating in Canada and the U.S. It will travel throughout Canada and the United States as required.

Shift Engineer Les Lloyd makes adjustments at Redpath Sugars' Montreal boiler house.

Under full sail, and one of a kind, the "May" is a 19th century Thames Sailing Barge, now owned by Tate & Lyle Limited, and is the sole survivor of her class still actually carrying cargo.

At one time, she carried 120 tons of grain from London to Ipswich; but, since her acquisition by T & L in 1964, she hauls T&L sugar from their London refinery to the Isle of Wight, acts as a charter tour vessel, and races as a strong competitor in Barge Matches.

The "May" will arrive in North America in April, 1976. She begins her five-month tour of duty at Redpath Sugars in Toronto for the Sugar Industry Technologists' convention. Other ports of call include Hamilton, Windsor, Toledo and Buffalo. She will also attend the Regatta in Kingston, and the Olympics in Montreal.

Built in 1891 entirely out of wood, without aid of construction plans, she can to this day be sailed by two men — the Master and the Mate.

From July 17th to August 1st, 1976, the eyes of the world will be on Montreal for the running of the 21st Olympiad. From eight to ten thousand athletes representing approximately 130 countries will pour into the city to compete for the Olympic gold medal; the coveted symbols of excellence in amateur sport.

Redpath Sugars Limited has been named the official sugar supplier to the Olympic Games and has promoted the event on its sugar packages and envelopes. The Montreal Olympics' symbol and various sporting scenes will have appeared on millions of sugar packages and about 400 million sugar envelopes by the end of 1976.

Corporate officers left to right: Neil M. Shaw, President and Chief Executive Officer; Conrad F. Harrington, Chairman of the Board; John E. Wood, Secretary; Robert G. Brownridge, Vice-President and Treasurer

Directors

Hon. Louis P. Beaubien
Montreal, Quebec
Member, Senate of Canada

R. G. Brownridge, C.A.
Montreal, Quebec
Vice-President and Treasurer
Redpath Industries Limited

James M. Ferguson
San Francisco, California
President, Pacific Molasses Company

Conrad F. Harrington
Montreal, Quebec
Chairman of the Board
and the Executive Committee
The Royal Trust Company

R. L. Henry
Montreal, Quebec
President, Wire Rope Industries Limited

Colin Lyle
London, England
Director, Tate & Lyle, Limited
Chairman, Tate & Lyle Refineries Limited
Chairman, Tate & Lyle Transport Limited

Charles S. MacNaughton
Toronto, Ontario
Chairman, Fry Mills Spence Limited

J. H. Magee
Montreal, Quebec
Company Director

W. H. Punchard
Chatham, Ontario
Company Director

N. M. Shaw
Montreal, Quebec
President and Chief Executive Officer
Redpath Industries Limited

David A. Tate
London, England
Director, Tate & Lyle, Limited

H. S. Tate
London, England
Director, Tate & Lyle, Limited

Corporate Officers

Conrad F. Harrington
Chairman

N. M. Shaw
President and Chief Executive Officer

R. G. Brownridge, C.A.
Vice-President and Treasurer

J. E. Wood
Secretary

B. C. McCallum
Assistant Secretary

Transfer Agent and Registrar

The Royal Trust Company
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Operating Subsidiaries and Affiliates

Albion Company Limited	Hamilton, Bermuda
CB Packaging Limited	Toronto, Ontario
Certain-teed/Daymond Co.	Ann Arbor, Michigan
Chantecler Wines Limited	St. Augustin, Quebec
Daymond Limited	Mississauga, Ontario
Gienow Limited	Calgary, Alberta
London Plastics Machinery Limited	London, Ontario
Multi Fittings Limited	London, Ontario
Multi Fittings (U.S.A.) Limited	Waco, Texas
Redpath Sugars Limited	Montreal, Quebec
Spraycool Systems Limited	Rexdale, Ontario